

WISCONSIN WORKS (W-2) CONTRACT AND IMPLEMENTATION COMMITTEE

101 E. Wilson Street
DOA Building, St. Croix Room 136
Madison, WI 53707

Friday, September 17, 1999
10:00 AM - 2:00 PM

MINUTES

The W-2 Contract and Implementation Committee is the single point of contact for feedback to the Department of Workforce Development on policy implementation related to W-2 agencies, and includes representation from the Wisconsin County Human Service Association (WCHSA), Urban Caucus counties, W-2 private agencies in Milwaukee County and the balance of state, and Tribal W-2 agencies.

Committee

Attendees: Jean Rogers, Chair; Phyllis Bermingham, Marathon Co. Employment and Training; Mary Ann Cook, Dane Co. Dept. of Human Services; Rosa Dominguez (alternate), Opportunities Industrialization Center of Greater Milwaukee (OIC-GM); George Leutermann, MAXIMUS; Deb Hughes (alternate), Southwest Consortium; Rita Renner (alternate), YW-Works; Tina Koehn, United Migrant Opportunity Services (UMOS); Jim Krivsky (alternate), Racine Co. Human Services Dept.; Barbara Metoxen, Oneida Tribe; Jim Nitz (alternate), Kaiser Group; Shirley Ross, La Crosse Dept. of Human Services; Michael Van Dyke, Door Co. Dept. of Social Services; Judy Weseman, Kenosha Co. Division of Workforce Development

State Staff

Attendees: Sue Gadacz, BWSP; Heidi Hammes, BWSP; Tim Hineline, BWSP; Jane Jilk, BWSP; Kate Kapaun, BFS; Germaine Mayhew, DES Training Section; Amy Mendel-Clemens, BFS; Jude Morse, BDS; Paul Saeman, DES; Shawn Smith, BWSP; Joseph Stafford, BFS; John Tuohy, DWE; Jan Van Vleck, Special Assistant; Alice Wilkins, BWSP

Absent: Diane Hausinger, Fond du Lac Dept. of Social Services; William Martin, Employment Solutions

Guests: Jane Bartha, Kaiser Group; Linda Braudenburg, Employment Solutions; Marcia Christianson, Forward Service Corporation; Tony Dziedzic, YW-Works; Mona Garland, MAXIMUS; Kelly Grant, Central Wisconsin Community Action Council; Liz Green, Rock Co. HSD; Renee Henke, Fond du Lac Dept. of Social Services; Sharon McCormick, Sheboygan Co. Dept. of Health and Human Services; Teresa Pierce, Western Wisconsin Private Industry Council (PIC); Marilyn Putz, Walworth County, Kaiser Group; Gary Rudzianis, Curtis & Associates; Kim Walia, Clark Co. Dept. of Social Services

Recorder: Shari Busse, W-2 Contract and Implementation Committee Coordinator

Welcome

Jean Rogers opened the meeting by informing the committee that she needed to attend another meeting so Jude Morse would chair until her return.

As scheduled for September 17, 1999, Jean indicated that every agency was receiving an email at that moment which indicated the intended awards for all areas for the next W-2 contract period. She shared a copy of that email with the committee that stated that the contracts are based on the amounts allocated in the RFP and they will likely be changed once the state budget is final. In summary, all Right of First Selection agencies are continuing as the agency for the next contract. Of the nine counties open for competitive bid, 7 are continuing agencies, Western Wisconsin PIC will administer W-2 in Monroe County and negotiations are in the process with a new agency for Florence County. Phyllis Birmingham asked if notice was given that Florence County was open for competition. Jude Morse clarified that Florence County was announced in the RFP as a competitive area and no proposals were received. Michael Van Dyke stated he assumed that if no agency submitted a proposal for an area then another announcement would be made. Jude stated that under this procurement process the Department recruits a vendor from an adjacent area.

Committee members questioned if they will be told how their proposals scored. The proposals are public record. In addition, the Department can provide the overall score if requested.

August 1999 Minute Approval

A motion was made by Michael Van Dyke to approve the August 20, 1999 minutes and seconded by Jim Krivsky. Motion carried.

Deb Hughes asked for discussion regarding the Training/CARES update item. The August minutes indicate that it was agreed that the Training update & CARES update would be combined into a 5-minute time frame however, the September agenda allotted a half an hour to this topic. Shari Busse clarified that an item previously on the September agenda was rescheduled to the October meeting therefore, additional time was available. In the future, any additional time will be included under Other Issues.

Issue/Discussion: Time Limits Update, Jane Jilk, DES/BWSP

Jean Rogers stated that agencies received a fax from their Regional Office of the letter from Secretary Stewart to legislators and the press. The Milwaukee W-2 agencies indicated they had not received a copy. Judy Weseman questioned the state statute reference in the letter and the reference to participation. She indicated that the letter promoted the idea that as long as someone was participating they would not be denied an extension. A Department attorney drafted the letter to legislators and the press according to the statute. Mary Ann Cook stated she was unclear why such a level of detail was needed for an extension request. Jean clarified that the judgement of satisfactory participation is made by the agency then additional information may be necessary for the internal review process.

Mary Ann Cook further questioned the relevance of all the information requested, including questions regarding medication and AODA issues. Jane Jilk addressed the fact that if case comments reflect AODA issues, proper medication may be relevant for subsequent extension requests. Rosa Dominguez stated that FEPs do not have the expertise to address medical issues and must rely on the appropriate doctors to do that. In summary, committee members indicated that the volume and nature of the questions for an extension request is time-consuming, especially for supervisory staff. In addition, many felt the process is judgmental, threatening and demoralizing for the staff involved. Mary Ann Cook stated that what is necessary for an extension request should be separated from what is necessary for a good case plan.

Rosa Dominguez asked if there is an issue of confidentiality and stated that agencies could not afford to release some information to the State, i.e. child abuse and neglect information. Judy Weseman questioned what medical expertise is in the review team. Shirley Ross indicated that agencies are feeling micro managed regarding this process. Jane Jilk referenced the 24-month extension request checklist draft to address some of these concerns. The checklist was developed by the Green Bay Regional Office to assist FEPs in preparing extension request applications. Some agencies may have seen it already and/or being using it. Jane requested committee members email suggestions to her at jilkja@dwd.state.wi.us.

Regarding the information that went to the press and the participation issue, Jane clarified that the review process determines if an individual has been participating fully. Phyllis Birmingham stated that the Department is giving a false picture to the press. Jane further clarified that the Department is bound by law to review and approve extension request cases. The Department is not stating that agencies are not providing services but it is the Department's responsibility to make sure that they are.

Michael Van Dyke indicated he had not seen the draft of the checklist prior to this meeting. Jane stated the original checklist has been expanded, will be issued in OPs memo form soon and will include information on transfer cases. Committee members indicated a need to reexamine what is essential for an extension and what is helpful to the case, including such issues as medical information, child abuse issues, confidentiality, literacy levels, choice of provider, etc. Deb Hughes stated the committee should also be consulted regarding the transfer cases issue. Phyllis Birmingham requested sufficient time be allowed on the agenda to review this issue more thoroughly. George Leutermann stated there is a disconnect between the W-2 agencies and the regional level and that regional office assistance should start earlier, perhaps at the 12th month.

Judy Weseman recommended that a workgroup be formed to address the extension request issues discussed and committee members agreed. Volunteers for this workgroup were Mary Ann Cook, Tony Dziedzic, George Leutermann, Linda Brandenburg, Michael Van Dyke, Amy Mendel-Clemens, Woody Zink, Jane Jilk, Margaret McMahon and Regional office staff from Milwaukee and the balance of state.

Lastly, Jane Jilk explained that the chart in the press package differs from information available in EOS. EOS shows any open case that has reached its 18th month while the chart shows only those currently open in the employment position that have reached their 18th month in that position. Michael Van Dyke asked if the Department is looking at how it will address the first denial and this issue is being looked at. Jim Krivsky questioned if there have been any local denials. Currently, there is no reporting mechanism in place to capture that information. In order to do so, an Operations Memo will be issued to instruct agencies to include this data on the fact-finding reports they complete now.

Issue/Discussion: Performance Standards Reporting, Paul Saeman, DES

Paul Saeman distributed the draft training announcement entitled "How to Make Base and Avoid Contract Reduction: W-2/FSET Performance Standards. This symposium is scheduled for Wednesday, November 17, 1999 at the Holiday Inn Convention Center & Expo in Stevens Point and is targeted at W-2 CEOs and key management staff responsible for outcomes, data and measures in the agency. Discussion will include an explanation of each performance standard and the fiscal impact of the standards on W-2 agencies. The EOS reports developed to measure the performance standards will be run with 1999 data so agencies can review and understand the reports before the next contract period.

Jim Nitz questioned if these reports are approaching the performance standards as written in the RFP. The Department will incorporate any changes; however, preliminary analysis of the proposed budget changes shows little change from a data perspective. Committee members questioned at what point this body has input on this issue. Prior to the notice of intent to award contracts, it was not appropriate to discuss however, as of this day, discussion can occur. Members indicated that local staff would like to give input on developing these reports. Paul stated that several JAD sessions were held to develop the reports and local review of the tools developed could happen at this time. Michael Van Dyke commented that if this is a partnership, to once again have the State develop this material without local input is frustrating.

Due to confidentiality, agency input was not appropriate during the procurement process but it was necessary to start the report development process during that time. Local agency review and input is appropriate now. Judy Weseman commented that the language being used where the State develops the process and the committee provides input does not reflect a partnership where things are developed together. Phyllis Birmingham requested a more simplified procurement process be used for the next contract period. Jude Morse replied that the procurement process was not designed for something as sophisticated as W-2 and more than likely, things can be done differently in the future.

A pre-symposium workgroup was formed to discuss performance standard reporting issues prior to the symposium: Jim Krivsky, Rita Renner, Judy Weseman, Teresa Pierce, Marcia Christianson, Kelly Grant, Gary Rudzianis, and Mona Garland. Deb Hughes voiced concern with the lack of advance notice of this opportunity. Paul stated that information would be shared in advance of the workgroup meeting so it will be possible to cover everything in a day or less. Discussion of the legislative change in performance bonuses followed. The legislative process removes the 3% bonus for W-2 agencies, giving it to counties and divides the remaining 4% bonus into 2% restricted and 2% unrestricted. There is no mandate for counties to fund uncovered W-2 benefits. Jim Nitz stated that the impact of this change needs to be addressed with the legislature.

In regard to the base contract reduction provision, Mary Ann Cook indicated that there is not an agency going into the next contract with enough funding and given that, she questioned if this reduction is required by statute. Committee members would like to address this issue further at a future meeting. Jim Nitz suggested that due to the possible reduction in funding, the issue of what the base performance standards are should be reexamined to determine what is fair given the new contract. Phyllis Birmingham requested that in the development of the next contract, a partnership effort be used in developing the performance standards

Issue/Discussion: Families with Special Needs Children, Heidi Hammes, DES/BWSP

As the W-2 caseload continues to decline, families with special needs children are becoming a substantial part of the remaining caseload. From CARES data, it is estimated that there are about 3,900 children who have a severe disability, based on eligibility for benefits from the Social Security Administration and/or exemption from W-2 school and work activities. These children represent about 10 percent of the families in the caseload. CARES data also shows that about 260 parents are permitted to remain in the home to care for a disabled child. These figures do not account for children who have less severe disabilities, but nonetheless, have special needs.

The primary challenges in serving families with special needs children include: performing an assessment that will accurately identify the needs of the family; providing services that will help these families attain self-sufficiency within the 60-month time limit, recognizing that some of these parents require flexible or part-time scheduling of work activities; connecting the families with other service providers in the community; and ensuring that parents have access to safe and appropriate child care settings for their special needs children

The Department currently provides the following resources to help workers: the W-2 Case Management Resource Guide which provides screening tools to help identify special family circumstances and resource and referral information for other community based service providers and a W-2 Enhanced Case Management Training Course that addresses families with special needs children.

Committee members were asked to come to the meeting prepared to discuss special practices used in working with these families, including input from others not normally in attendance at W-2 Contract and Implementation Committee meetings.

Judy Weseman distributed a memo identifying some issues relative to comprehensive services that may help families with special needs children. Suggested policy changes included adding an additional step in the W-2 ladder specifically for parents with special needs children and allowing increased flexibility in the W-2 position to allow more creativity in the employability plan. Best practices include providing specialized “in home” case management services to assist parents in identifying and developing the skill set needed to care for children with special needs; conducting periodic informational meetings for parents that provide an overview of available resources; providing parenting and life skills classes geared to parents with special needs children, including support groups and children participation. Agency policy should allow respite care, educational information, doctor visits, school visits, etc. as allowable activities in a parents Employability Plan.

Rosa Dominquez shared information about the sick child care project currently underway with the Office of Child Care and fifteen child care centers in their region. The project is working to train parents to help staff administer necessary medications and train staff to care for ill children. Rosa will present more information about this project at the W-2 Conference on September 29, 1999 in Milwaukee. Shirley Ross indicated they are piloting a project to help parents keep children healthy.

Discussion followed which indicated many agencies are concerned about clients with severely disabled children who are approaching the 24-month time limit and eventually the 5-year time limit. Jim Krivsky suggested that State might need to consider a “parent care” payment of some sort for parents with children receiving SSI, similar to C-supp payments for SSI parents caring for children. Since W-2 is a work program but parents with disabled children are allowed to care for their child as participation, it may make more sense to exclude these parents from W-2. Marilyn Putz also suggested that if this policy is changed in the future, families who have used eligibility in W-2 while caring for a disabled child should get that time returned. Phyllis Birmingham requested that at the point that the Department looks at more formalized ways to request waivers for exemptions, she would like it to be in partnership with this committee.

Michael Van Dyke commented that we should be focusing on an integrated programs approach for these families who should not be siloed into an employment and training program. The goal may be to keep the family together, not necessarily an employment and training goal.

Issue/Discussion: Governor’s W-2 AODA Taskforce, Sue Gadacz, DES/BWSP

Sue Gadacz explained that Governor Thompson formed the Task Force in April 1999 and charged them to collaborate and promote partnerships to more effectively address the AODA needs of W-2 participants by developing new processes and tools for identifying alcohol and drug issues, training case managers on substance identification, referring participants for appropriate treatment, and explaining the consequences for non-participation. The W-2 & AODA Task Force is comprised of members from traditional AODA treatment providers, W-2 agencies (both urban and non-urban), Faith community, representatives from managed care, representative from county human social service agency, representative from DHFS, and representative from DWD. Jean Rogers serves as the chair of the Task Force.

The Task Force is finalizing recommendations and best practices for practical approaches to working with the W-2/AODA participant. The *Treatment Slots Sub-committee* has completed the following recommendations: The term “slot” does not apply to the W-2 participant because of their eligibility for Medicaid. The focus switched to identifying service choices available statewide to effectively serve the W-2/AODA population. The holistic treatment model was identified as the effective multidisciplinary model that addresses the needs of the W-2/AODA participant. The holistic approach addresses the social, medical, cultural, gender, familial and vocational issues concurrently.

The *Screening Tools Sub-committee* has completed the following recommendations: Utilization of a quick screen, self-administered upon application for W-2 services. Based on that screen’s outcome, the participant may be referred for a comprehensive clinical assessment. Ultimately, early detection, referral, and treatment will aid the Financial and Employment Planner (FEP) and the participant in the development of an Employability Plan that concurrently addresses substance abuse treatment and work related activities. The Screening Sub-committee has recommended the use of the Mini-OQ10.2, which has been successfully used at YW Works, or the Rosenberg Self-Esteem Scale as the quick screen tool.

The *Outpatient Treatment Models Sub-committee* has completed the following recommendations: The focus will be on identifying necessary services that must be provided or available during treatment to engage the participant and guidelines for program development. The Outpatient Treatment Models Sub-committee is making both immediate and long-term systemic recommendations that will aid in the delivery of services to the W-2/AODA participant.

The *Curriculum Development Sub-committee* has completed the following recommendations: Appropriate cross training of staff, FEPs, and providers that is progressive, ongoing, and covers AODA/Mental Health/Domestic Violence:

- Clear sensitivity training on prejudice, bias, race, class, culture, sexual-orientation, and oppression
- Intensive case management and M-team approach for W-2/AODA participants

- Community collaboration and cross-systems training with agencies in the provider network
- AODA confidentiality laws
- Client privacy vs. the right of a provider
- De-stigmatize mental health, domestic violence, and AODA issues through education and awareness

Sue discussed that during certain parts of treatment, the AODA counselor would be the hub of service provision for the client. Mary Ann Cook voiced concern with the policy expectation that the FEP is the “hub”. Judy Weseman questioned whether TANF dollars can only be used for non-medical AODA treatment. HMO providers pay approximately 75% of recommended treatment. The Taskforce would like to see how the State could target more funding to AODA issues. TANF funds are not earmarked for this at this time.

Rita Renner asked what funding will cover this if the self-assessment is required and a comprehensive clinical assessment follows. Completion of a comprehensive clinical assessment will be issued as a recommendation to agencies, not as a new policy. Phyllis Birmingham applauded what the Taskforce was doing for appropriate treatment for woman. She expressed concern about the Southeast Asian population. The Bureau of Substance Abuse Services in the Department of Health and Family Services is looking at the differences in addictions and treatment, including opium addiction.

Issue/Discussion: Welfare to Work Update, Shawn Smith, DES/BWSP and John Tuohy, DWE

John Tuohy indicated that as of the end of August there were 460 individuals participating in the statewide formula grant WtW program. This included 200 noncustodial parents (NCP), primarily in Milwaukee and Waukesha. There were also 200 cases in the Milwaukee only competitive grant WtW program, targeted at NCPs. In addition, projects operating at the state level include grants for the Southeast Asian population and with the Department of Corrections for the probation and parole population in Milwaukee.

The second year federal grant award was received and grant agreements to Workforce Development Boards/PICs will be issued prior to September 30, 1999. These will be extensions to current plans and agencies will be required to provide brief information regarding people to be served. W-2 profits can be used as WtW match after the 1997-1999 contract closes approximately June 2000. John reiterated information distributed through WtW program letter 99-07 regarding child care assistance cases. Child care only assistance is excluded from the definition of assistance under the TANF final regulations effective 10-1-99. Therefore, child care only recipients are eligible to be enrolled in WtW until 9-30-99. Existing child care only cases can continue to be served.

Reauthorization bills at the federal level would ease eligibility requirements by allowing NCPs of children who are food stamp or Medicaid recipients to access WtW services. The focus on long-term recipients along with the match requirement is not expected to change. The Department of Labor (DOL) will issue final regulations this fall which will modify the match requirement to 25% in cash with the remainder in-kind and may provide a looser definition of assistance for eligibility purposes.

Shawn Smith referenced the draft BWSP Operations Memo entitled “Increasing Enrollment in the Welfare-to-Work Program – New Strategies”. In order to facilitate a higher rate of WtW enrollments, WtW staff in W-2 agencies are encouraged to work with the FEP to determine WtW eligibility immediately prior to closing a W-2 employment position placement. The WtW Eligibility Determination Form (EDF) has a life of 6 months from the date signed, allowing an individual the opportunity to receive WtW services anytime within that 6-month period. Shawn encouraged agencies to send her their comments and suggestions by email at smithsh@dwd.state.wi.us or by phone at (608) 261-6962.

Deb Hughes questioned how the CARES system differentiates between WtW cases and W-2 cases. The W-2 office number in CARES does include Children First and WtW cases however, CARES has the ability to make the distinction and separately track these cases. Lastly, John informed the committee that a Workforce Attachment and Advancement focus group session would be held the morning of October 6, 1999 in Madison. Letters will be sent to agencies soon.

Issue/Discussion: Monthly Training/CARES Update, Gerry Mayhew, DES Training and Tim Hineline, DES/BWSP

Gerry Mayhew asked the committee for suggestions on ways to market supervisory training courses. Suggestions included condensing line staff training for supervisors so they have more time to devote to supervisory training; changing the appearance of training announcements for supervisory courses; mailing training announcements directly to supervisors; creating an advanced course for experienced supervisors only; and completing work products as part of the training. Gerry indicated that the Training Section is changing the structure of training to make courses more interactive sessions for participants to share information and experiences. They are also planning on publishing a yearlong training schedule and considering a special mailing list for managers and supervisors. She requested additional suggestions be sent to her at mayhege@dwd.state.wi.us.

See attached CARES report. Tim Hineline reported that CARES would not be available December 31, 1999. Testing is ongoing and is on schedule for the Rock County EBT pilot to begin operation in 9/22 with daily benefit issuance. Emergency issuance will begin on 9/27. October monthly benefits will be available starting on 10/1. The automation of pro-rated CSJs will be delayed until mid October. EBT and Y2K testing have taken more time than expected which necessitates pushing back pro-rated CSJ implementation. Tim asked the committee if receiving the Global Workplan was helpful. Committee members suggested making it available on the extranet.

Issue/Discussion: Other Issues

W-2 & AODA Taskforce Meeting

Treatment providers participating in the taskforce indicated they would be happy to assist W-2 agencies with 24-month extension request applications for their mutual clients.

Case Closures

FEPs had been instructed to close cases on ACPA due to a problem in CARES, which has since been corrected. However, this information had not been communicated to agencies so many cases do not have the detail needed for statistical purposes. An Operations Memo will be issued soon instructing FEPs to let the case close appropriately with specific closure codes.

Role of the W-2 Contract & Implementation Committee

Phyllis Birmingham asked for clarification regarding the Department's perception of the role of this committee. She indicated that the information shared at the meetings could be given in written form. She further stated that if the committee's role is to participate in policy making, then the meetings need to be restructured. Jean Rogers confirmed that the comments made at the meetings are informing for the Department and asked what could be done to enhance that. Committee members suggested fewer agenda items with more time allotted to address them and indicating which agenda items require action. Mary Ann Cook suggested that the committee generate a list of ideas to be addressed. The committee agreed to spend at least half of the October 22nd meeting developing a committee workplan with the help of a facilitator.

Department Websites

Committee members were asked to let the Department know if they had difficulty accessing the Department's website.

NEXT MEETING DATE:

Friday, October 22, 1999

10:00 a.m. – 2:00 p.m.

Stone Harbor Convention Center

213 Louisiana Street

Sturgeon Bay, WI

920-746-0700

RECENT AND UPCOMING CARES CHANGES OVERVIEW

Issued September 16,1999

Major Initiatives: Completed or in Progress	DATE	BACKGROUND
Clocks	7/9 –9/24	Automatic failures for expired clocks will be implemented in September. Manual failure reasons are available at this time. Tracking of extension requests and automatic notices of requests will also be implemented in September.
Child Care Provider Recovery	9/10/99	This initiative was implemented on this date.
FPL Mass Change	9/10/99	The annual mass change for Food Stamps was successfully run on this date.
Verification Date Fixes	9/24/99	Fixes to the dates on verification check list letters, which indicate on what date verifications are due.
Major Fatals	9/24/99	Testing continues on fatals that occur when there are a large number of unconfirmed rows on AGECE. Since this is a complicated fix to implement, extensive testing has been required. Also, fixes for several other fatals are scheduled to migrate to production on this date. The overall number of fatals and abends which are occurring remains about 50 per week. The average daily transaction count is over a million transactions per day.
Food Stamp EBT	10/1/99	Testing is ongoing and is on schedule for the Rock County EBT pilot to begin operation in 9/22 with daily benefit issuance. Emergency issuance will begin on 9/27. October monthly benefits will be available starting on 10/1. The current schedule for staggered issuance of monthly benefits will continue with EBT. The first EBT cards were produced after August benefit issuance pull-down and client training has begun. EBT rollout will continue in February 2000.
Pro-Rated/Wage Paying CSJs	10/15	The automation of the pro-rated CSJs will be delayed until mid October. EBT and Y2K testing have taken more time then expected which necessitates pushing back pro-rated CSJ implementation.
Client Registration – Clearance	No date set	We are researching the various causes of duplicate PINs and exploring solutions to reduce their occurrence. We are also testing a method of resolving duplicate PINs when they do occur.
Y2K	Ongoing	Additional Y 2K is being conducted through October. To date, no problems have been found. A walkthrough of the Y2K contingency plans, involving several counties was conducted Sept 8-10. It has been reported that the walkthrough went extremely well in all counties that participated.
Community Reinvestment	On-Hold	A preliminary review of options was conducted by DES. Once federal reporting requirements are determined, Deloitte Consulting will be asked for an estimate to implement in CARES.
Major initiatives: In Planning/Development		
SSA State On-Line Query (SOLQ)	Ongoing	The necessary query screen and audit trail has been programmed in CARES. The query will be limited initially to state and county staff. SSA is not allowing private employee access at this time. As data sharing agreements are returned by the county, we will take the necessary steps to grant access to authorized individuals.
Participation Standards	1/00	A work Group has been meeting to identify the elements to be used in determining and tracking the progress toward meeting the standard. They also are designing the reports to be used.
Simulation for Benefit Recovery	On Hold	Now that BVCC has been implemented, we will be resuming this activity.
Quarterly reporting for Food Stamps.	No date set	As a Food Stamp error reduction initiative, we are exploring replacing 3-month reviews with quarterly reporting for Food Stamps. A face to face review would be required every 12 months. Other error reduction strategies are also being considered.
Client Notice Redesign	No date set	JADs have just begun on this effort and they are expected to continue for some time. The main thrust will be a major redesign using the best technology available. Incremental fixes that are identified will be done if they are consistent with the long-range goals and they have a major impact on the notice/letters usability.
Budget Bill Initiatives	No Date Set	The 2000-2001 budget bill presents many possible changes to the CARES system, ranging from minor adjustments to major initiatives. Final details will not be known until the Bill is passed and signed.